

## **NEW JERSEY -- 2001 Real Choice Systems Change Grant**

### **Identified Problems with the States' Long-Term Care System**

- Lack of knowledge of consumer-directed care among service providers, consumers, and families.
- Difficulty in assessing complex and diverse needs of people with disabilities (concern about potential institutional bias).
- Restrictions in the Nurse Practice Act that limit the ability of consumers to receive certain medical services outside institutions.
- Lack of affordable and accessible housing for people with disabilities.
- Lack of a blended funding stream (inflexibility among categorical programs).
- Difficulty recruiting and retaining high quality front line workers.
- Lack of education and training for young adults with disabilities who are transitioning to adulthood on how to successfully direct and manage their own care.
- Lack of consumer involvement in quality monitoring and effective ways to measure quality in community settings.

### **Perceived Strengths**

- Strong long-term service and support system and generous funding for Medicaid optional services and state-funded services for people of all ages with disabilities.
- Success in transitioning individuals from a variety of institutional settings to the community.
- Strong provider network delivering community long-term care supports and services to individuals of all ages with disabilities.
- High degree of collaboration among advocates, consumers, family members, and government agencies that administer services.
- Commitment to assisting people with disabilities obtain and retain employment.

### **Primary Focus of Grant Activities**

- Increase supply of accessible and affordable housing.
- Develop and conduct training on consumer-directed services.
- Increase supply of personal assistant workers and availability of emergency back-up services.
- Modify the assessment process for individuals in Developmental Centers to include community representatives.
- Collaborate with the NJ Board of Nursing to explore expanded duties for personal care workers.

- Develop a model curriculum and training program targeted at secondary school students with disabilities to prepare them to direct their own care.
- Create a direct care worker recruitment and retention strategy for NJ to address the current shortage of staff in community settings.
- Conduct an analysis of the state's Medicaid Waiver programs to improve efficiency and effectiveness.

## **Goals, Objectives, and Activities**

**Overall Goal:** To develop infrastructure to assist people with disabilities to live in the community and to reshape the long-term care system for all people with disabilities.

**Goal.** Increase the quality and accessibility of housing for people with disabilities, and develop strategies to assist individuals with disabilities to purchase homes.

### ***Objectives/Activities***

- Create incentives for builders/developers to create additional multi-family rental and single-family home ownership opportunities for people with disabilities.
- Convene a housing summit on community housing and support services.
- Identify ways to use Section 8 housing vouchers to transition individuals with disabilities from institutional settings to the community.
- Develop a system to match the list of subsidized housing and vacancies with a list of consumers with disabilities who needs housing.
- Review existing housing models and prototypes that have been successful in providing community housing and support for people with disabilities and the elderly.
- Develop and implement an individual needs assessment to identify community housing and service needs of people with disabilities and the elderly.
- Develop a web site (with TTY) and 800 number to assist individuals in planning to meet housing needs.
- Review existing training programs and modules and modify or develop new training programs that will address the rights of people with disabilities to live in the community.

**Goal.** Increase the amount of knowledge and support for consumer direction across the systems that serve people with disabilities.

### ***Objectives/Activities***

Develop and implement a training and marketing program around consumer direction targeted at state and county agency staff, as well as potential and enrolled beneficiaries.

**Goal.** Develop an independent assessment process for individuals in Developmental Centers, which that identifies steps that need to be taken and the supports necessary for each consumer to be more independent.

***Objectives/Activities***

- Develop and test an independent assessment process for individuals in Developmental Centers on a sample of consumers currently living in those centers.
- Conduct an independent evaluation of a group of consumers living in the centers.

**Goal.** Change nurse delegation practices to support consumer-directed and community-based care provided by trained unlicensed assistive personnel.

***Objectives/Activities***

- Propose policy changes in conjunction with the NJ Board of Nursing so that personal care assistants can increase their ability to safely perform specific nursing tasks in the community.
- Conduct a pilot demonstration of proposed changes.

**Goal.** Train youth with disabilities to develop self-determination skills to assess their support needs and develop plans for support; develop and manage individual budgets; hire, manage and pay support providers; and utilize natural supports.

***Objectives/Activities***

- Develop a comprehensive secondary school transition curriculum and develop the capacity within schools to support student self-determination through use of best practices.
- Provide training and technical assistance to pilot the curriculum in one public secondary school.
- Disseminate project information and materials.

**Goal.** Develop innovative methods to recruit and retain a high quality workforce for the long-term care system.

***Objectives/Activities***

- Conduct surveys and focus groups of a sample of front line staff to determine what can be done to help keep them in the field and research best practices.
- Develop mentoring programs, on-line and other training programs, scholarships and partner with welfare to work programs, and internship programs to recruit workers.

**Goal.** Improve Medicaid waiver programs.

***Objectives/Activities***

- Review all state Medicaid waiver programs and make recommendations for improvements in cost efficiency, consumer direction, and effectiveness.
- Maximize state and federal funding opportunities and provide available options for people with disabilities to assure that their needs can be met in communities rather

than institutions.

**Goal.** Develop and test ways to measure quality in community-based services, to provide ongoing feedback into systems operations, and to involve consumers in defining and measuring quality.

***Objectives/Activities***

Conduct research on best practices in measuring quality in community-based services and assist the state in developing innovative quality assurance measures.

**Goal.** Improve the supply of personal assistant service workers and increase the availability of emergency back-up personal care assistant services.

- Create a registry for personal assistant workers that can be used by consumers to locate employees.
- Pilot a rapid response emergency back-up system for PCA services by creating an agency with the sole mission of providing PCA workers when regularly scheduled staff are unavailable.

**Key Activities and Products**

- Develop and conduct individual needs assessments to identify community housing and service needs of people with disabilities and the elderly.
- Develop and implement a training and marketing program around consumer direction targeted at state and county agency staff, as well as potential and enrolled beneficiaries.
- Develop and test an independent assessment process for individuals in the Developmental Centers and conduct an independent evaluation.
- Propose policy changes to increase nursing activities that can be done by personal care assistants in the community. Conduct pilot demonstration of proposed changes.
- Develop a comprehensive secondary school transition curriculum and develop the capacity within schools to support student self-determination through use of best practices. Pilot the curriculum in four public secondary schools.
- Conduct surveys and focus groups of a sample of front line staff. Develop mentoring programs, on-line and other training programs, scholarships, and internship programs.
- Conduct research on best practices in measuring quality in community-based services and assist the state in developing innovative quality assurance measures.
- Develop a registry for personal assistant workers and pilot a rapid response emergency back-up system for PCA services.

**Consumer Partners and Consumer Involvement in Planning Activities**

The recommendations of the Stakeholder Task Force on Olmstead served as a basis for this proposal. The Task Force was made up of consumers, family members, and advocates.

## **Consumer Partners and Consumer Involvement in Implementation Activities**

- The existing Olmstead Stakeholders Task Force will be transitioned into the NJ Systems Change Advisory Council with additional consumer representatives. The Systems Change Advisory Council will provide direction in developing and implementing activities under the grant. The Council will have four subcommittees: Housing, Support Services, Access, and Quality. Subcommittees will report to the Council and make recommendations related to grant activities.
- Consumers who are successfully directing their care will assist in training state and local staff on consumer direction.
- Consumers will be added to DHS Work Incentives Group that is leading employment systems' change.

## **Public Partners**

- Department of Health and Senior Services (DHSS).
- Division of Developmental Disabilities (DDD).
- Division of Medical Assistance and Health Services (DMAHS).
- Division of Mental Health Services (DMHS).
- Division of Disability Services (DDS).
- Office of Policy and Planning, DHS
- Office of Waiver and Program Administration (OPAWA).
- Department of Community Affairs.
- Department of Labor.
- New Jersey Housing and Mortgage Finance Administration.
- High schools, vocational schools and community colleges.

## **Private Partners and Subcontractors**

### **Private Partners/Subcontractors**

- Community Living Specialists (CLS).
- Center for State Health Policy (Rutgers).
- Elizabeth Boggs Center on Developmental Disabilities.
- Advocacy organizations/service providers on the Systems Change Advisory Council.
- Contractor for training on consumer direction (TBD).
- Consultant on developing and testing an independent assessment process (TBD).
- Contractor for surveys and focus groups of front line staff (TBD).
- Contractor for assessment of Medicaid Waiver programs (TBD).
- Contractors for creation of registry for personal assistant and rapid response emergency back-up system for PCA services (TBD).

## **Public and Private Partnership Development/Involvement in the Planning Phase**

The recommendations of the Stakeholder Task Force on Olmstead served as the basis for

this proposal. Advocacy organizations/service providers participated on the Task Force.

## **Public and Private Partnership Development/Involvement in Implementation**

### **Public Partners**

- Key agencies are represented on the Systems Change Management Team and the four subcommittees (e.g., housing).
- Public agencies are represented on the DHS Work Incentives Group.
- The OWAPA will facilitate the consumer direction initiative.
- The Support Services Subcommittee will work with high schools, vocational schools, and community colleges to develop internship programs for students to provide direct care.

### **Private Partners/Subcontractors**

- Contractors (TBD) will conduct trainings on consumer direction, consult on developing and testing an independent assessment process, conduct surveys and focus groups of front-line staff, assess state Medicaid Waiver programs, and create the personal assistant registry and a rapid response emergency back-up system for PCA services.
- The Center for State Health Policy will lead the nurse delegation initiative and will conduct research on best practices in measuring quality in community-based services, and assist the state in developing innovative quality assurance measures.
- The Elizabeth Boggs Center on Developmental Disabilities will lead the youth training initiative.

## **Oversight/Advisory Committee**

- The State will form a Systems Change Management Team with staff from several public agencies. The Management Team will provide guidance and direction to the Project Director and Grant Manager. The Management Team and Grant Manager will report all progress, problems, and barriers to the NJ Systems Change Advisory group.

## **Formative Learning and Evaluation Activities**

- The state proposes to contract with Center for State Health Policy to conduct process and outcomes evaluations of the systems change activities.
- The state also proposes using CSHP to conduct an evaluation of individuals with disabilities who will be transitioned from NFs to the community and to determine the outcomes of utilizing Community Living Specialists to conduct independent assessments and participate in the IHP process.

## **Evidence of Enduring Change/Sustainability**

- Increase in supply of and ease in obtaining affordable housing.
- Effective education and training on consumer direction.
- Modifications to the existing state and Medicaid-funded programs and the Medicaid Waiver programs.

- Expansions of state long-term care services and supports for persons with disabilities transitioning to the community, transitioning into adulthood, and residing in the community.
- Increase in ability of consumers and providers to hire and retain a high quality workforce.
- Increase in delegated nursing procedures from nurses to assistive workers.
- Improvements in state's measurement of quality, and the inclusion of consumers in quality assurance activities.
- Increased capacity to divert people from institutions and keep people with disabilities living in the community as long as possible.

**Geographic Focus**

Statewide.